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Requirements Definition

- **Define requirements in terms of outcome or measurable mission-related end result (what we need); do not direct prescribed methods (how to do the work)**
- **Don't just look at what has been done in past; conduct market research to see what's being done in commercial sector; are there commercial standards we can use instead of government standards?**
- **Only include minimum requirements**



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Writing Performance-Based Requirements Documents

- **Develop requirements document in IPT environment; include requiring activity, functional expertise, contracting, manpower**
- **Define measurable output and quality standards**
- **Provide workload data not in manhours, but in terms of actual tasks (xx workorders to repair HVAC equipment)**
 - **Prospective service providers should already know ‘how’ to do the work; their individual approaches will determine the manhours to do a task**
- **Incorporate AF regulatory guidance (how-to constraints) for valid safety or security concerns only; incorporate only the specific pertinent portions of AFIs, etc.**
 - **Be proactive about processing waivers to otherwise mandatory AF guidance**



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A-76 Acquisition Strategy: Solicit Industry Comments

- **Solicit industry comment and consider responses in developing acquisition strategy**
 - **Hold industry days and one-on-one sessions to encourage industry involvement**
 - **Release drafts of requirements document early in process, to obtain maximum industry feedback**
 - **Release draft solicitation and allow ample time to consider industry comments before formal solicitation release**
 - **Maintain record of comments received on draft requirements document, draft RFP, and disposition of the comments**



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A-76 Acquisition Strategy: Contract Type

- **Conduct market research to determine commercial standards and practices; use in lieu of government standards unless valid safety/security concern**
- **Determine contract type based on risks to successful performance**
 - **If requirement is well-defined, ample workload data is available, Firm Fixed Price may be most appropriate**
 - **If requirement cannot be well-defined, or workload data is inadequate, Cost type contract may be most appropriate**
- **Consider use of FAR Part 12 commercial acquisition methods, if market research warrants**
 - **Only impose additional government-unique terms and conditions if market research provides rationale; document contract file on decision**



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A-76 Acquisition Strategy: Contract Incentives

- **Consider use of Award Fee and/or Award Term to incentivize superior contractor performance**



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A-76 Acquisition Strategy: Government-Furnished

- **Government-furnished property, information, facilities, etc.**
 - **Although FAR Part 45 states the government normally expects the contractor to provide all supplies, facilities, etc. necessary to accomplish contract work, carefully consider decision not to provide GFP/I/F to contractor when in-house organization will be provided those assets**
 - **Generally, providing service provider (MEO or Ktr) GFP/I/F lowers government costs**
 - **If not providing current assets as GFP, the budget must include sufficient funds for contractor/in-house organization to include those costs in their offer; identify where those funds will come from**
 - **Recommend cost-benefit analysis to aid in decision-making**



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A-76 Acquisition Strategy: Evaluation Criteria

- **Develop evaluation criteria based on requirements document and risk assessment**
 - **Evaluation criteria should be consistent with performance requirements in requirements document**
 - **Perform risk assessment to identify risk areas to successful performance**
 - **Evaluation criteria should address identified risk areas**
 - **Limit number of evaluation criteria to only those expected to be discriminators in selection**
 - **Limit subfactors and elements**
- **The greater the number of evaluation criteria, the longer the evaluation process**



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A-76 Solicitation: Transition

- **Include separate Contract Line Item Number (CLIN) in Section B for transition**
 - **Require both offerors and MEO Development Team to develop transition plan that complies with government's requirements**
 - **Do not encourage or accept accelerated transition as desired benefit to government**



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A-76 Solicitation: Budget/Funding

- **Inform offerors and MEO Development Team in Section L of the government's estimated/projected available budget -- avoids offers that exceed available funding**



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A-76 Solicitation: Common Costs

- **Identify in Section L those costs that will be the same whether performance is by contractor or in-house organization**
 - **Thoroughly define common costs, so all parties understand the costs involved**
 - **Ensure consistent treatment of common costs by both contractor and in-house organization**
- **If common costs are included in Section B CLIN structure, ensure solicitation addresses how those CLINs will be treated for cost comparison purposes**



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A-76 Solicitation: Compliance Matrix

- **Include in Section L cross-reference compliance matrix table to ensure offerors, MEO Dev Team address all requirements in terms of PWS, Sec L, Sec M**



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A-76 Source Selection Strategy: Best Value

- **Determine the approach that is expected to provide the best value for the government**
 - **Lowest Price Technically Acceptable (LPTA)**
 - **Performance-Price Tradeoff (PPT)**
 - **Full Tradeoff (Cost/Technical Tradeoff)**
- **Consider**
 - **Complexity of services being acquired**
 - **Relative importance of cost/price**
 - **Extent to which technological innovation impacts successful performance**
 - **Extent to which past performance will be a discriminator in selection**



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A-76 Source Selection Strategy Considerations

- **Lowest Price Technically Acceptable (LPTA):**
 - **Non-complex effort**
 - **Finite budget, price becomes more important**
 - **No need for technological innovation**
 - **Reasonable expectation that prospective offerors can perform acceptably**
 - **Selected offeror is lowest priced of technically acceptable offers**



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A-76 Source Selection Strategy Considerations

- **Performance-Price Tradeoff (PPT):**
 - **Non-complex effort**
 - **Finite budget, price becomes more important**
 - **No need for technological innovation**
 - **Provides additional measure of confidence by assessing how offerors have performed on similar recent, relevant efforts**
 - **Selected offeror may be other than lowest priced or highest performance confidence assessment**



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A-76 Source Selection Strategy Considerations

- **Full Tradeoff Between Cost and Non-Cost Factors:**
 - **Complex effort**
 - **Government willing to pay more for superior performance, low risk, high performance confidence**
 - **Non-cost/price factors become more important**
 - **Selected offeror may be other than lowest priced or highest technically rated**
- **Caution: Full tradeoff procedures must be applied with careful consideration and consistency, in light of several General Accounting Office protest decisions**
- **LPTA or PPT may provide best value without need to successfully ensure in-house offer meets same levels of performance, quality**



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Source Selection Procedures

- **If using LPTA or PPT, ensure evaluation assessments and Evaluation Notices or other communications with offerors do not lead offerors to believe exceeding requirements is desired; stress that evaluation is based only on meeting or not meeting requirements**
- **If using full tradeoff procedures, when identifying instances where offerors exceed requirements, ensure credit is given only for those instances where requirements are exceeded in terms of higher levels of performance outcome or quality; measurable results that can be incorporated into the requirements document**
- **Carefully consider before identifying any aspects of proposals as desirable strengths -- consult with requiring activity to ascertain proposed strength is desired and can be funded**



Developing In-House Plan

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- **Educate MEO Development Team personnel on implications of Service Contract Act and/or Davis Bacon on classification of positions and escalation of labor rates**
- **Do thorough Labor Market Analysis to ensure accurate information as to whether sufficient personnel are available in local job market; consider issuing generic ‘potential job openings’ announcement and collect resumes as evidence of sufficient personnel available**
- **Consider including cost/price analyst on MEO Dev Team as support in developing cost estimate, to help team understand all cost elements necessary to develop accurate cost of performance**



A-76 RFP Quick Guide

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- **SAF/AQC developed A-76 RFP Guide capturing senior review team recommendations, lessons learned**
- **Available at SAF/AQC Home Page:
www.safaq.hq.af.mil/contracting/toolkit/part15/**
- **Use is strongly encouraged**